

Woods Services is a nonprofit multi-service population health management and advocacy organization founded almost 105 years ago. Woods provides innovative, comprehensive and integrated health, education, workforce, behavioral health and care management services to children and adults in the intellectual and developmental disability, child welfare, behavioral and brain trauma public health sectors.

### Mission

Woods supports children and adults with disabilities or challenges to achieve their highest potential and independence through innovative and individualized approaches that promote learning and personal fulfillment.

### Vision

We envision a world where an individual has opportunities and supports that promote self-determination, the joy of achievement and a fulfilling life.

### Approach

We achieve our mission, vision and values through our multi-service healthcare and human service offerings. We develop innovative approaches and utilize evidence-based best practices to improve the health and well-being of the people we serve through individualized person-centered services, partnership, innovation, research, advocacy, and training.

### Our approach is carried out through Woods and its four organizations:

**Woods** changes lives by providing educational, residential, health care, clinical and vocational supports and services for 675 children and adults with intellectual disabilities, autism and other developmental disabilities, brain-injury, neurological disorders, behavioral health challenges, and co-occurring medical conditions and is headquartered in Langhorne, PA [www.woods.org](http://www.woods.org)

**Allies, Inc.** supports more than 350 adults in community homes located in 20+ counties throughout New Jersey. Allies and its affiliates are dedicated to providing meaningful employment, habilitation and recreational opportunities to people with disabilities in the communities of their choice. [www.alliesnj.org](http://www.alliesnj.org)

**Archway Programs** offers an array of programming for 1,600 children and adults in southern New Jersey that includes a before and after school program, two special education schools, early intervention services, youth, adolescent and adult partial care, and six group homes for adults with developmental disabilities. [www.archwayprograms.org](http://www.archwayprograms.org)

**Woods Community at Brian's House** supports 113 adults diagnosed with developmental disorders in 30 community homes located in Chester and Delaware counties. Brian's House provides life skills development, vocational training, job coaching and job placement and serves 210 individuals through its residential and day programs. [www.woodscommunity.org](http://www.woodscommunity.org)

**Tabor Services** has been meeting the needs of 1,400 at-risk children, young adults and families through a Community Umbrella Agency (Tabor Community Partners) in Philadelphia, as well as providing therapeutic foster care, supportive independent living and mentoring services in Lehigh and Bucks Counties for more than a century. [www.tabor.org](http://www.tabor.org)



Woods and its affiliates operate **200+** programs in its **Woods for Life Continuum**

Woods and its affiliates operate **5** special education schools



**4,000 children adolescents and adults** are served by Woods annually  
1,970 in PA • 2,044 in NJ

**3,500 people** are employed by Woods  
2,200 in PA • 1,300 in NJ



Woods educational and vocational training programs prepare **1,000+ students** for life after school

Woods operates **300+** community group homes

Our strategic planning and growth is centered around the premise that through our continuum of services, an individual can receive supports from Woods for his or her lifespan.

### Woods for Life Continuum Wrap-Around Services



## Strategic Priorities

The purpose of the Strategic Directions and Transformation Plans is to develop a roadmap that is completely aligned with Woods' mission, vision and core values and positions **Woods to be the leading multi-service healthcare and advocacy organization** in the U.S. for people with exceptional challenges and complex needs.

The strategic priorities are organized into four focus areas:

- I. **Mission-driven growth and improved services through Woods for Life Continuum**
- II. **Employee engagement**
- III. **Enterprise shared services**
- IV. **Strategic position, policy and thought leadership**





## Mission-driven growth and improved services

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Pursue enterprise-wide development and funding opportunities, identify new programs, services and population health opportunities, develop a culture of social innovation and social enterprise creation. Expand Woods' programs into New York and New Jersey to provide those aging-out with an opportunity to remain with **“Woods for Life”** including:

**Investing in current programs (organic growth)** especially in Pennsylvania, New Jersey and New York that focus on the needs of our current population. Expand service lines in order to provide those currently receiving services with the opportunity to choose a **Woods for Life Continuum of Services** as their needs change throughout their lifespans.

- A. Adopt Evidence-based and Innovative School Models
  - 1. Establish Woods as a leader in the field by adopting evidenced-based (e.g., School Wide Positive Behavior Support Program) and innovative education approaches and developing a school model that is replicable
- B. Reduce and Eliminate the Use of Restraints
  - 1. Adopt evidence-based approaches to reduce, with the goal of eliminating, the use of restraints and become a model for others in becoming restraint free.
- C. Enhance Clinical Services
  - 1. Adopt best practices and evidence-based approaches to ensure that the behavioral health needs of children and adults with intellectual disabilities and behavioral challenges are met.
- D. Open the Medical Center at Woods
  - 1. Improve medical management, care coordination and service integration for individuals served; reduce ER visits and unnecessary hospitalizations.
- E. Enhance Quality Improvement Processes
  - 1. Obtain nationally recognized accreditation supported by a data-driven approach to quality improvement and outcome evaluation; build capacity to participate in more research and evaluation initiatives.

**Exploring new and expanded program areas** including mergers and affiliations (inorganic growth) in Pennsylvania, New Jersey, New York and other states that focus on the needs of our current population.



## Employee engagement

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Establish Woods as an “Employer of Choice” for our sector. We will enhance employee benefits and services, recognize and reward excellence, and provide talent development and educational advancement opportunities to help with recruitment and retention of the most highly qualified and caring staff.

- A. Establish the Employee Development and Training Department as a Talent Management Center of Excellence
  - 1. Foster a learning culture that results in a talented, satisfied, and stable workforce by creating a supportive culture that develops, educates, and promotes employees from the time of hire and onward.
  - 2. Develop career paths and professional development opportunities.
  - 3. Partner with colleges and universities to provide on-site and discounted educational cohort programs.
  - 4. Implement new strategies to promote inclusion, diversity and equity plan.



## Infrastructure/Enterprise shared services

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Explore investment in full or limited shared services infrastructure model to support alignment, growth and scaling.

- A. Create a System for Integrated Care and Education
  - 1. Realign Woods' organizational structure with health system structures and become a Center/System for integrated care and education.
- B. Enhance Finance Functions
  - 1. Enhance Woods' finance infrastructure to efficiently and effectively support operations and growth.
    - a. General ledger being implemented across all affiliate organizations
- C. Optimize Automation of Systems and Become Paperless Over Time
  - 1. Improve the efficiency and cost of operations, enhance the use and sharing of information, and improve collaboration through automation.
    - a. An Electronic Medical Record (Care360) has been implemented in the Medical Center
    - b. An Electronic Health Record (Care Logic) is being implemented in stages beginning in June with Beechwood NeuroRehab
- D. Enhance Infrastructure and Capacity in the Human Resources Department to Drive Strategies that are Focused on Employee Recruitment, Retention, and Performance
- E. Enhance Facilities
  - 1. Enhance program environments.
- F. Enhance Communications
  - 1. Enhance relationships with stakeholders by effectively communicating organizational transformation and accomplishments.
- G. Optimize Automation of Systems and Become Paperless Over Time
  - 1. Improve the efficiency and cost of operations, enhance the use and sharing of information through document management systems, and improve collaboration through automation.



## Strategic Position, Policy and Thought Leadership

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With more than 100 years of experience in the field of intellectual and developmental disabilities, Woods has a long-standing history in researching, developing and advocating for forward-thinking and innovative practices that improve the lives of the people it serves as well as to influence best practices for the industry.

Through this plan, Woods is seeking to identify possibilities for research and evaluation partnerships, and opportunities to position Woods as an advocate and convener on disability, child welfare and brain injury issues at the local, state and federal levels.

- A. Enhance Relationships with Stakeholders, Including Funders and Regulators by Effectively Communicating and Demonstrating Organizational Transformation
- B. Rebrand Woods Services as an Integrated Healthcare and Education System
- C. Develop Mollie Woods Museum
- D. Develop Industry State and Federal Policy Strategies in Partnership with Like-Minded Organizations to Address Challenges and Opportunities
- E. Develop a Reputation for Thought Leadership in the Areas of Policy, Research and Training